



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA  
Chief Executive Officer

February 13, 2013

To: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

Lisa M. Garrett  
Director of Personnel

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## SUCCESSION PLANNING STATUS REPORT - UPDATE

This memorandum provides an update to the August 28, 2012, status report on the efforts to enhance the County's succession planning program and support departments in identifying and enhancing the "bench strength" of County leaders.

- The Department of Human Resources (DHR) distributed a *Leadership Evaluation* tool to assist the departmental executive and senior managers in assessing the developmental preparedness of their Management Appraisal and Performance Plan (MAPP) employees.
  - The rollout was a success as the response rate exceeded 85% of expected MAPP employees; all five clusters participated. DHR continues to work with the departments to reach a 100% response rate.
  - Raters used a 7-point readiness scale to evaluate their employees on 27 widely-used leadership competencies (7 = fully prepared to 1 = unprepared). The countywide average rating was approximately 5.55, with 6 being the most prevalent rating.
  - Although ratings of 1-4 accounted for only 19% of all ratings, these ratings identify further opportunities to enhance the leadership capacity of the MAPP manager group (i.e., to achieve a goal rating of 7).
  - DHR distributed a Leadership Evaluation Report (Report) to each participating department in December 2012. These Reports provide a robust picture of MAPP employees' succession readiness and identify areas on which to focus to close gaps in necessary leadership competencies. DHR will provide consultations with

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departments, upon request, to assist in interpreting the Report data and suggesting approaches to enhance departmental "bench strength."

- DHR distributed a memorandum offering departments access to standardized, validated online leadership assessments that provide objective feedback about managers' leadership styles and problem-solving abilities. These assessments are used by many Fortune 500 companies as part of their leadership development and succession planning initiatives.
- By March 2013, DHR will provide departmental executive and senior managers with additional tools to assist them in developing their MAPP employees, including a *Leadership Development Guide* and additional development planning tools in the County's PerformanceNet system.
- DHR delivered *Results-Based Leadership Training* to the first cohort group of approximately 20 participants, and 28 participants are in the current cohort. This training covers topics such as strategic planning, creating mission and vision statements, process improvement techniques, predictive analytic methods, and managing with dashboards. The course evaluations from the first cohort were extremely favorable.
- DHR submitted a Productivity Investment Fund Proposal to the Quality and Productivity Commission to support the establishment of a new Executive Leadership Development Program (Program), the first component of the envisioned Leadership Development Institute. The proposal was approved on November 28, 2012. The Program will target high-performing managers who aspire to executive leadership positions in the County. It is anticipated that 360-degree evaluation feedback, individualized executive coaching/mentoring sessions and individual development plans will be provided for each participant in a blended learning setting. DHR and the Chief Executive Office (CEO) are working in collaboration with the executive managers of the County to determine the desired curriculum for the Program. A comprehensive survey was conducted for this purpose. Additionally, the CEO has convened a workgroup of high-level departmental managers and Deputy CEOs to help inform the leadership development curriculum, the selection process, and the desired outcomes of the Program. DHR will partner with a major university, in addition to professionals in the private and public sectors, in developing and delivering the final Program components.

If you have any questions, please have your staff contact Martin Zimmerman at (213) 974-1326 or Lisa M. Garrett at (213) 974-2406.

WTF:MKZ:LMG  
SKT:SA:BWD:cg

c: All Department Heads  
Departmental Chief Deputies  
Departmental Administrative Deputies  
Departmental Human Resources Managers